



**Strategic Transformation Plan  
2019-2021  
(Towards VISION 2025)**

# Transformation

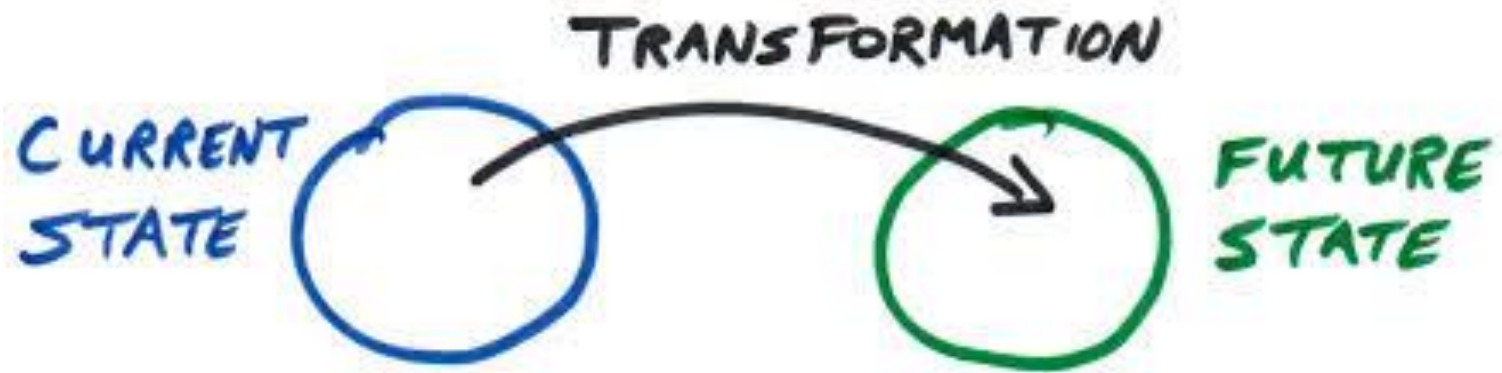


THE “TRANSFORMATIONAL SOCIAL SECURITY”  
STRATEGIC PLANNING PROCESS COMMENCED IN 2018,  
FACILITATED BY STRATEGIC ALIGNMENT LTD. OF JAMAICA

---

# **TRANSFORMATIONAL SOCIAL SECURITY**

## **VISION 2025**



**Our Desired  
Future....**

# 2025 VISION STATEMENT

✓ **Anguilla has been transformed into a smart, resilient, diversified, healthy, green and inclusive country with universal social security coverage and full employment; enabled by a customer-centric and technology-driven Social Security System.**

# MISSION STATEMENT

✓ **To contribute to the transformation of the quality of life in Anguilla by providing meaningful social security, community empowerment and national development initiatives**



-  Smart
-  Resilient
-  Diversified
-  Healthy
-  Green
-  Inclusive



Transformational Social Security

# A TRANSFORMED ANGUILLA IN 2025 IS:

- **Smart:** creating and connecting Human Capital, Social Capital and ICT infrastructure to generate greater and more sustainable economic development and a better quality of life, through six dimensions: Smart Economy; Smart Mobility; Smart Environment; Smart People; Smart Living; and Smart Governance.
- **Resilient:** able to withstand or recover quickly from difficult conditions; capable of withstanding shock without permanent negative effects.
- **Diversified:** promoting and engaged in varied economic and other activities to produce vibrant communities.

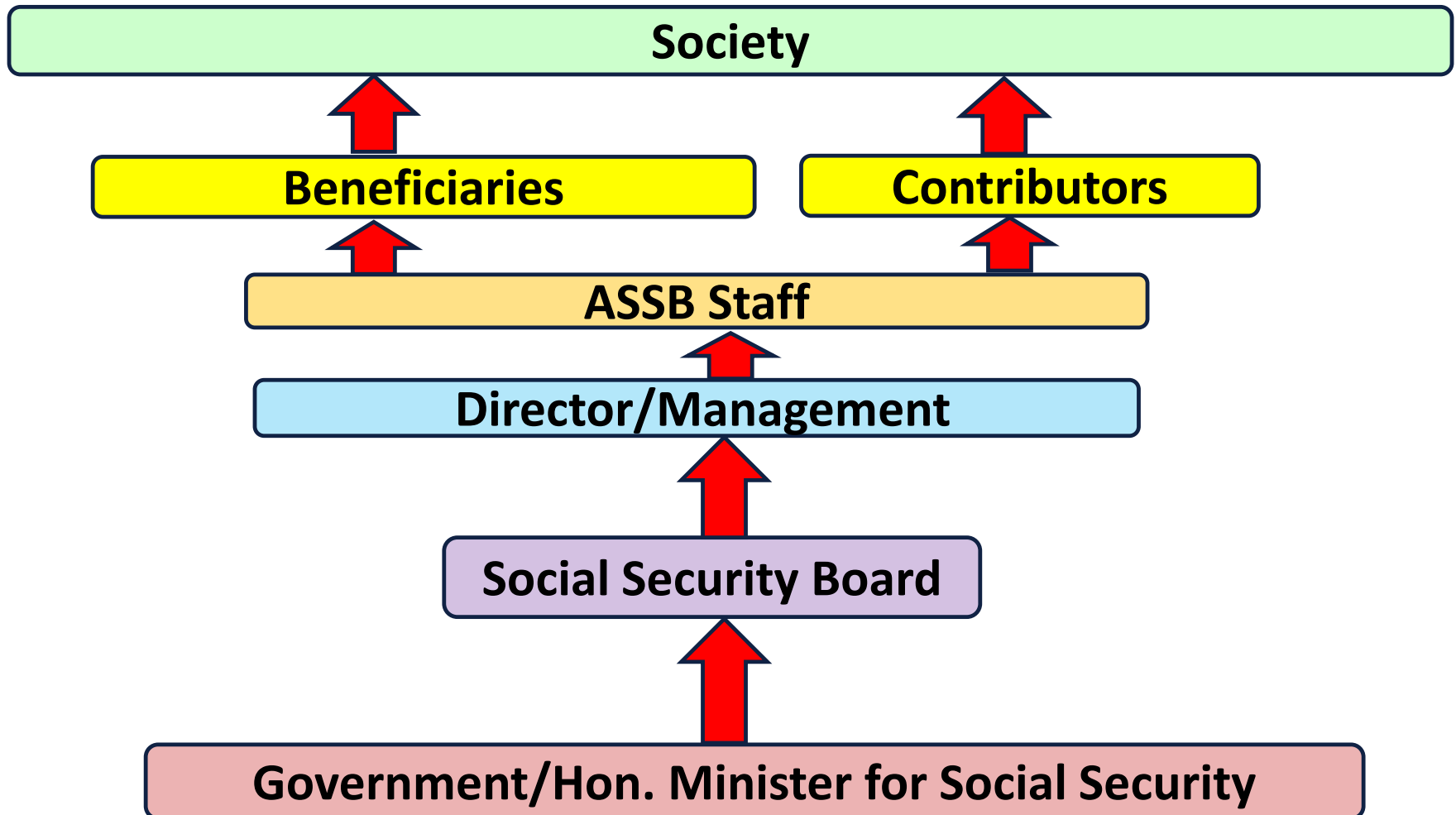




# A TRANSFORMED ANGUILLA IN 2025 IS:

- **Healthy:** a state of complete physical, mental, social and spiritual well-being, and not merely the absence of disease or infirmity.
- **Green:** sustaining and advancing environmental consciousness and well-being, and promoting renewable energy.
- **Inclusive:** recognizing the differences and ensuring human dignity, security, and rights of the other/s; empowering and promoting the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic, or other status.

# VALUE CREATION CHAIN



# PURPOSE-DRIVEN INDICATORS, PERFORMANCE TARGETS & GAPS

Performance Indicator	2017 Actual Base	2021 Target	% 4-year Gap
1. Fund Ratio (Years coverage based on current payout)	9	15	67%
2. Annual Surplus	\$8M	\$12M	50%
3. % Population registered with ASSB	96%	96%	0%
4. % Population that is vulnerable (need social safety net)	20%	10%	50%
5. Contributor Satisfaction Survey Score	80%	90%	12.5%
6. Beneficiary Satisfaction Survey Score	85%	90%	6%
7. Total Assets, \$M	\$354M	\$400M	13%
8. % Investment Portfolio performing <u>at or above</u> Rate of Government Promissory Note	75%	95%	27%

# PURPOSE-DRIVEN INDICATORS, PERFORMANCE TARGETS & GAPS

Performance Indicator	2017 Actual Base	2021 Target	% 4-year Gap
9. % Claims processed and received within 2 days	50%	80%	60%
10. Staff Satisfaction Survey Score	75%	90%	20%
11. Annual Contributions received	\$26M	\$40M	54%
12. Cost Ratio (Benefits + SSDF payments + Admin. Expenses)/Contributions	TBD	TBD	TBD
13. Equilibrium Ratio (Total Income/Total Expenditure)	TBD	TBD	TBD
14. Efficiency Ratio (Administrative Expenses/(Contributions+Benefits))	TBD	TBD	TBD
15. Total Monetary Impact (Beneficiaries + Communities + National Development)	N/A	\$25M	N/A



# Our Key Issues

# GLOBAL SOCIAL SECURITY CHALLENGES

## TEN GLOBAL CHALLENGES FOR SOCIAL SECURITY

- **The International Social Security Association (ISSA) has published a Report which highlights ten of the most important global challenges that confront social security systems.**
- **The Report was based on research and consultation of more than 280 government departments and social security institutions around the world, including the Anguilla SSB.**
- **These ten challenges framed the discussions at the most significant triennial social security events – the 2016 ISSA World Social Security Forum (WSSF) in Panama, and the 2019 WSSF in Belgium, when the list of challenges was retained unchanged.**

# GLOBAL SOCIAL SECURITY CHALLENGES

**CHALLENGE 1 Closing the coverage gap**

**CHALLENGE 2 Inequalities across the life course**

**CHALLENGE 3 Population ageing**

**CHALLENGE 4 Employment of young workers**

**CHALLENGE 5 Labour markets and the digital economy**

**CHALLENGE 6 Health and long-term care**

**CHALLENGE 7 New risks, shocks and extreme events**

**CHALLENGE 8 Protection of migrant workers**

**CHALLENGE 9 The technological transition**

**CHALLENGE 10 Higher public expectations**

# STAKEHOLDER ANALYSIS

- ✓ **Beneficiaries are demanding employment injury benefits and unemployment insurance as well as increased contributory pension and disability & maternity insurance. These will be addressed through economic diversification and workplace safety programmes.**
- ✓ **Contributors are demanding more pension, health insurance and unemployment insurance for employees. These needs can be addressed by advocating for legislative changes and national insurance coverage. Unemployed and migrant workers (Reciprocal Agreement) are underserved.**



# STAKEHOLDER ANALYSIS

- ✓ Citizens and Communities are demanding unemployment benefits, loans, scholarships and higher benefits. These can be addressed by introducing unemployment coverage, increasing benefit payments in line with inflation, on-lending through the Anguilla Development Board, and partnering with educational institutions.
- ✓ Government is demanding sound management, proper corporate governance, and seeking collaboration/support for national impact projects.

# EXTERNAL ENABLERS (OPPORTUNITIES)

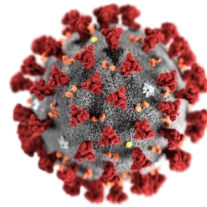
1. Available advanced technology will improve customer delivery and reduce expenses
2. Improving Local Economy resulting in increased contributions and benefits
3. Change in Regulations to increase contribution ceiling resulting in increased contributions and benefits
4. Revised Social Security Act and a National Health Insurance system increases our contribution to National and Community Development
5. Financial Crisis has provided opportunities for investment in Real Estate and other Sectors
6. New Regulations to prevent non-and under-reporting resulting in increased Contributions

# EXTERNAL HINDRANCES (THREATS)

1. Worsening Regional and Global Economy resulting in limited investment options
2. Ageing Population will put a greater strain on the Social Security Fund
3. Continued unemployment, including impact of artificial intelligence, will result in depressed levels of contributions and greater demand for benefits.
4. Outward Migration will limit contributions and ability to provide benefits
5. Climate Change and Natural Disasters reduce employment, reduce contributions and increase demand for benefits.
6. Board Micro-Managing the Organization will result in demotivated Management and Staff reducing organization performance

# EXTERNAL HINDRANCES (THREATS)

**STOP PRESS!**



**COVID-19 Pandemic 2020**

**CHALLENGE 7 New risks, shocks and extreme events**

- **Reduced Contribution Income**
- **Increased Benefits – UAB**

# **INTERNAL ENABLERS (STRENGTHS)**

- 1. International Recognition and Involvement**
- 2. Competent Staff**
- 3. Timely Benefit Payments**
- 4. Low Staff Turnover/Job Security**
- 5. Technology (Hardware)**
- 6. Strong, Sustainable Fund**
- 7. Customer-Focus/Customer Service**



# Strategic Thinking

# STRATEGIC CHOICES

ASSB will focus on the following:

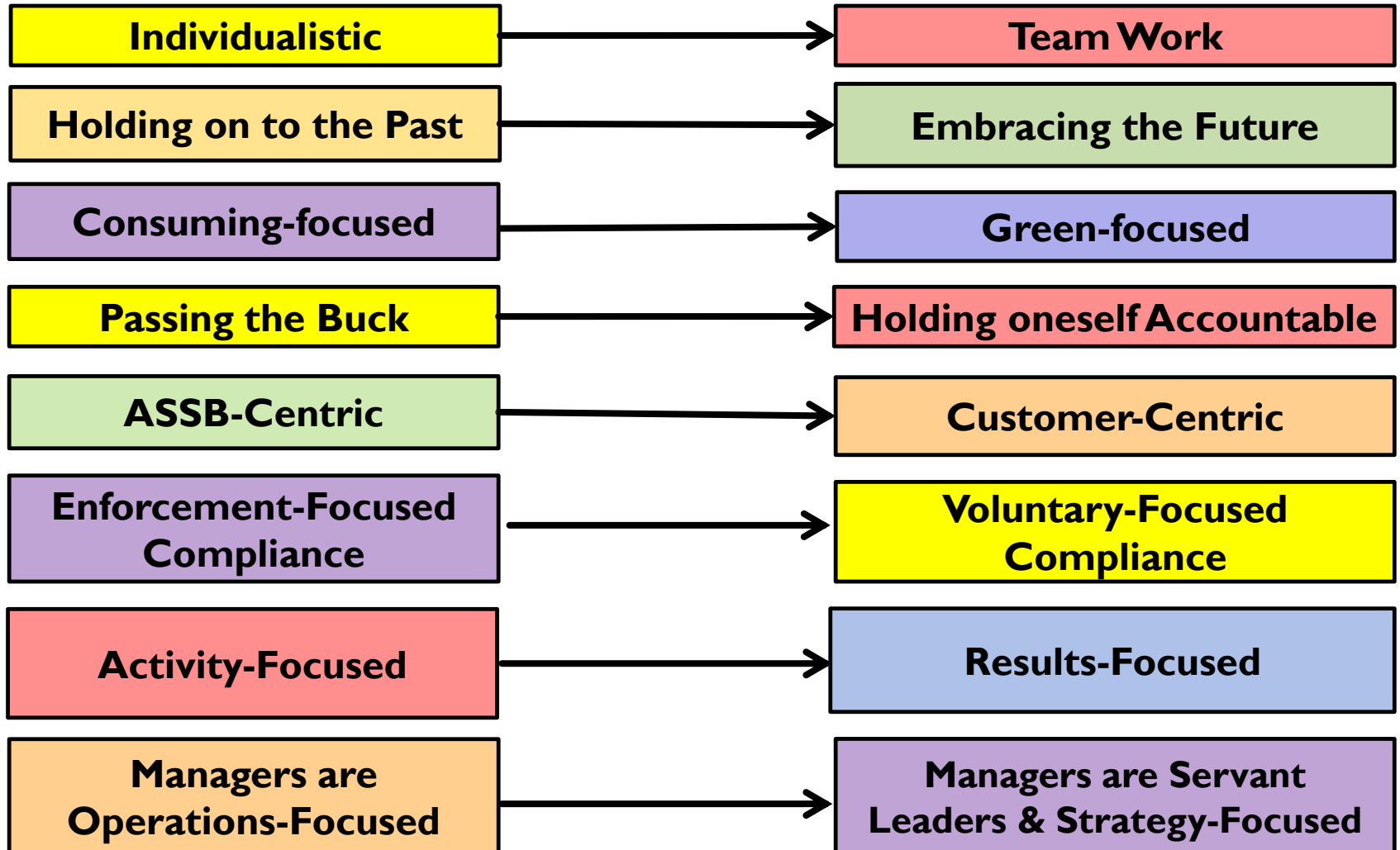
- 1. Existing and New Benefits**
- 2. National Impact Support**
- 3. Contributor Compliance**
- 4. Contributor Investigations, Education and Engagement**
- 5. Beneficiary Education and Engagement**
- 6. Investment**
- 7. Technology**
- 8. Staff and Management Capability**

# STAKEHOLDER VALUE PROPOSITIONS

- 1. We promise to be responsive to our Beneficiaries with meaningful benefits, timely payments, easy access and excellent service.**
- 2. We promise our Contributors to be equitable, transparent, accountable and good stewards of the sustainable social security fund as we provide benefits for employees.**
- 3. We promise a good quality of life for our Citizens by assisting in Health, Sports, Education, and supporting the National Development Initiatives of Government.**
- 4. We promise our Team Members an open, enabling and green working environment, competitive salary and reward system, opportunities for self-development and their involvement in decision-making.**



# PARADIGM SHIFTS





# Our Strategy


# STRATEGY STATEMENT

We will contribute to the transformation of the quality of life in Anguilla through meaningful Social Security, Community Empowerment and National Development with a strong, sustainable Fund by:

- 1. Increasing voluntary compliance and level of contributions through engagement, communication and advocating for new legislation to increase the contribution ceiling and to address non- and under-reporting**
- 2. Increasing Social Security Impact through Public Education, Beneficiary Engagement and by expanding the range, and strengthening the relevance of, Benefits.**
- 3. Increasing Social Security Impact through the creation of opportunities for economic diversification/expansion and high quality jobs by supporting National Development Projects and by partnering with key stakeholders in empowering Communities**
- 4. Improving efficiencies and Customer service delivery through technology solutions.**
- 5. Strengthening our execution capabilities by aligning our People, Processes, Structure, Governance, Leadership and Culture to our Strategy.**

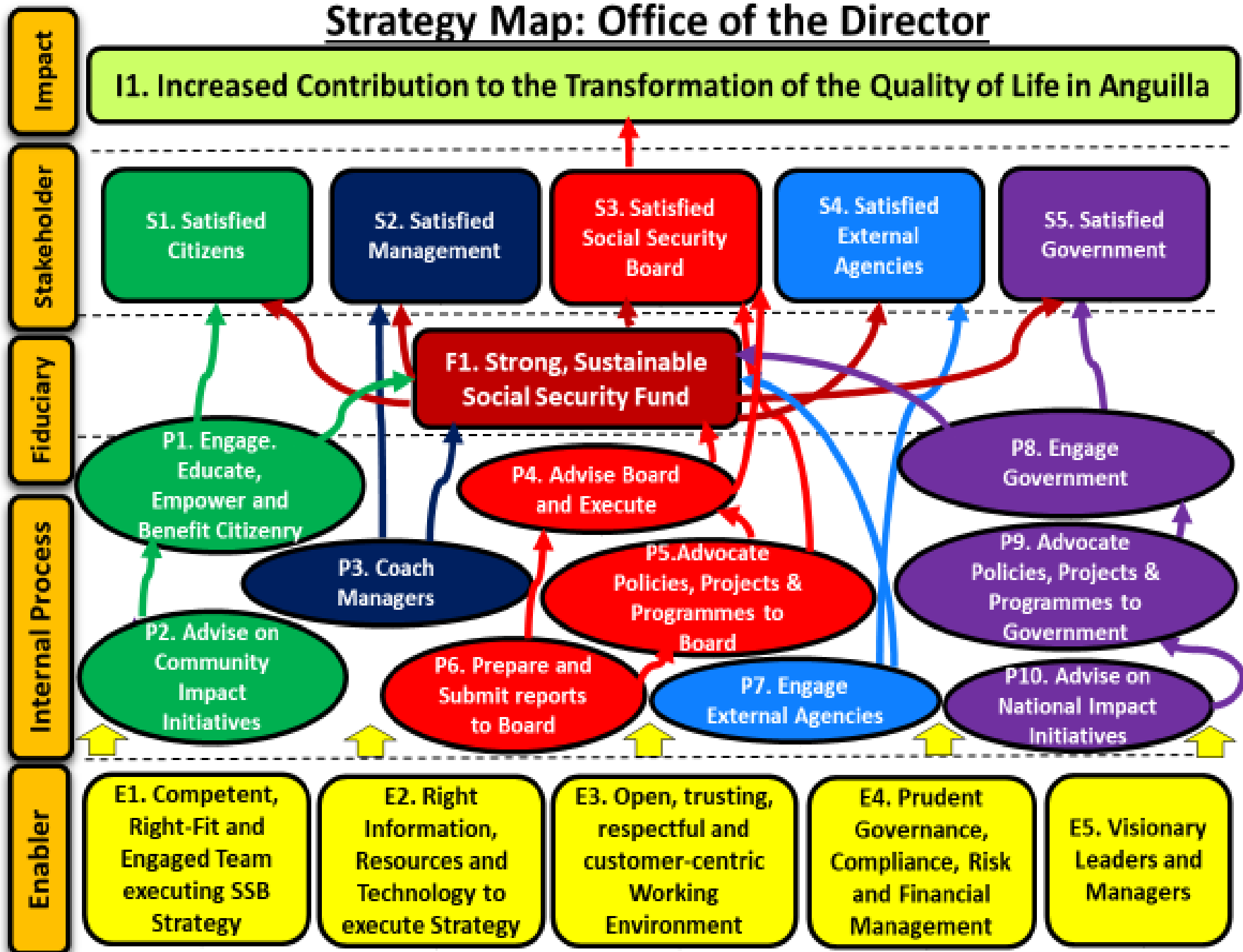
# SSB STRATEGY MAP





**EACH SECTION HAS ITS OWN  
STRATEGY MAP  
WHICH RELATES  
TO THE OVERALL  
ORGANIZATIONAL STRATEGY**

# Strategy Map: Office of the Director



# STRATEGIC INITIATIVES

Strategic Initiatives	Leader	Team
1. <b>Develop and Implement a Technology Strategy to support ASSB Strategy focusing on expanding delivery channels &amp; service efficiencies</b>	<b>RK</b>	
2. <b>Develop and Implement a System to assess the relevance of existing benefits and recommend changes</b>	<b>PB</b>	
3. <b>Develop and Implement a system to engage Beneficiaries by understanding their needs and offering tailored solutions and advice to meet those needs.</b>	<b>PB</b>	
4. <b>Develop and Implement a system to engage contributors, understand their needs &amp; provide support in their achieving compliance</b>	<b>JR</b>	
5. <b>Revamp the existing Social Security Development Fund System to meet and support community needs through strategic partnerships</b>	<b>RB</b>	

# STRATEGIC INITIATIVES

Strategic Initiatives	Leader	Team
6. <b>Develop and Implement a system to identify, assess and recommend support for national impact projects, including research &amp; advocacy</b>	DF	
7. <b>Develop and Implement a Strategic Transformational Leadership &amp; Management Development Program (STLMDP) to drive the ASSB Transformation</b>	ML	
8. <b>Realign the Organization Structure to the ASSB Strategy, including Job Accountabilities, Job Evaluation &amp; Compensation Redesign</b>	TH	
9. <b>Strengthen Board Governance, including realigning the existing Committees to the Strategy</b>	TH	
10. <b>Revamp the existing Performance Management System to align to the ASSB Strategy</b>	AH	
11. <b>Design and Implement a System to realign the ASSB Culture to its Strategy</b>	ML	



# 2019/2020 INITIATIVES

- **STRATEGIC PLAN IMPLEMENTATION**

The Strategic Transformation Plan is at the core of all the transformative initiatives.

- **PROPERTY AND PREMISES**

The SS Office has been determined to be overcrowded, with insufficient storage and filing space. There was a major replacement of existing desks and filing cabinets throughout the office with work cubicles which are more space-efficient, and a redesign of the front office to reflect a greater focus on customer engagement. The SSS will advance plans to construct new office premises. The new furniture/furnishings above are expected to be transferred to the new premises.

# 2019/2020 INITIATIVES

- **LEGISLATION**

For some years now, the SSS has pursued a comprehensive review of all Social Security legislation. The Social Security Act was passed in 1980. Social Security Week 2020 recognizes the 40<sup>th</sup> Anniversary of the passage of the Act. The Act has been recognized to be deficient in several respects. The Board has engaged the services of a legislative consultant to prepare a complete set of legislation, i.e. new Act and Regulations.

- **ICT SYSTEMS**

The SSS has tendered for proposals to its RFP for a new ICT System to replace the current ICT software which is well over 20 years old. The new ICT system is being installed by BearingPoint Caribbean in 2019/20, and, together with the new Accounting Package which was recently installed, will bring significant improvements to the SSS operations. Additional benefits will accrue because of synergies with the new ICT software at Internal Revenue Dept., from the same provider (BearingPoint).

# 2019/2020 INITIATIVES

- **NHI INTRODUCTION**

The SSS has partially funded a project to prepare legislation for a National Health Insurance (NHI) program for Anguilla. It is expected that NHI would operate within the ambit of the SSS. The SSS should continue to advocate for the introduction of NHI. The 2019 Annual National Health Financing Initiatives Conference was held in Anguilla in November 2019.

- **STAFF**

The Strategic Plan calls for a Performance-Driven Organization enabled by: a competent, right-fit and engaged team; with right information, resources and technology to execute the strategy; in an open, trusting, respectful and customer-centric working environment; and visionary leaders and managers. In order to pursue the Strategic Transformation of the SSS, a number of personnel changes were implemented as of January 1, 2019. Other initiatives include a Management Development Program and a Performance Management System.

# 2019/2020 INITIATIVES

- **NATIONAL IMPACT INITIATIVES**

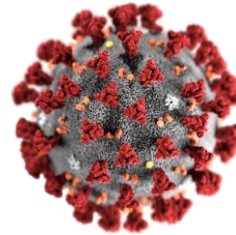
The SSB has partnered with the Government of Anguilla in several National Impact Initiatives, including: Marina Development; Special Economic Zone Development; and Port Development at Road Bay and Blowing Point, purchasing and swapping lands for “The Strip” lands where it intends to develop an aesthetically pleasing, sanitary, economically viable food court/market place, as well as to construct a new Headquarters for its operations.

- **TEMPORARY UNEMPLOYMENT ASSISTANCE BENEFIT (UAB)**

The SSB in collaboration with the Government of Anguilla introduced a temporary Unemployment and Underemployment Benefit to address the employment situation caused by the COVID-19 Pandemic. In the 3 months period ending July 31<sup>st</sup>, M\$5.596 was paid. The SSB continues to administer the benefit since that date, and is being reimbursed by Government. Total payments to date is M\$10.047, paid to a high of 2,000 persons in April to current level of about 1,360 (September).

# 2020 INITIATIVES

**STOP PRESS!**

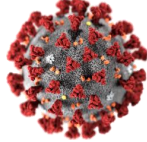


## **COVID-19 Pandemic 2020**

- **Successfully continued operations under lock-down conditions.**
- **Developed online contributions payment platform**
- **Increased Benefit Payments – UAB, delivered entirely online (claims, processing and payment)**

# 2021 AGENDA

## NEW AND ONGOING INITIATIVES TO INCLUDE:

- Continued COVID-19 Response 
- Full implementation of new ICT Platform  
(Multi Benefits System [MBS])
- Updating Legislation and advance NHI
- Implementing Actuarial Recommendations  
(Unemployment Benefits, Increased Ceilings, +)
- New Social Security HQ, “The Strip” Development

# MONITORING PLAN

By Whom	How	Frequency *
1. Board	✓ Abridged BSC Report	Monthly – last Thursday
2. Management Team	✓ Full BSC Report	Monthly – (3 <sup>rd</sup> Friday)
3. Departments	✓ Department BSC Report	Monthly by second week
4. Minister	✓ Abridged BSC Report	Quarterly by end of April, July, October and January
5. Citizens Via Parliament	✓ Abridged BSC Report ✓ Annual Report	Annually by March 31

# Monitoring and Reporting Format

## Extent of Achievement of Objectives

Strategic Objective	Performance Indicator	Performance Target	Actual Performance	Variance	Diagnoses	Prognoses

## Extent of Implementation of Strategic Initiatives

Strategic Initiative	Status of Implementation	Diagnoses	Prognoses





# Appendices

# STAFF COMMITMENTS

- **I commit to being self-motivated and to become results driven. Perform my functions to the best of my ability ensuring that I play my part/role in the wider scheme of things to ensure the end results are positive, goals reached, targets met and plans implemented. Begin to move forward with the process with renewed sense of purpose.**
- **I am committed to monitor the progress of KPIs.**
- **I am committed to work with diligence and continue to give my all in my job to make a better Social Security in the future and our customers to be happy and satisfied. I will continue to be dedicated in my work and work with a positive mind set and in a team.**

# STAFF COMMITMENTS

- **I commit to do all in my power to ensure that the transformation process begins and hold those in authority to do the same.**
- **I commit to do my best in whatever way I can to make what I have learned. Work with my team and give my best in every way possible.**
- **I commit to be more involved in the processes that are that are impacted by our recommendations and decisions as to ensure that our actions are in compliance with what will be our new commitment to our customers.**

# STAFF COMMITMENTS

- **I commit to the development and implementation of a smart, technology- focused ICT strategy that will transform the ASSB into an effective, efficient and innovative institution.**
- **I commit to processing benefits in a timely manner.**
- **I commit to working harder for the future development of ASSB.**
- **I personally commit to actively understanding the BSC and taking ownership of the initiatives that will result in a transformed ASSB.**

# STAFF COMMITMENTS

- **I commit to showing a positive attitude towards internal and external customers.**
- **I commit to ensuring that targets are all in place, monitoring systems are in place and periodic review. Communicate results to team and obtain feedback.**
- **I commit personally to support the transformation of ASSB, demonstrating servant leadership in my personal and professional life with heart and soul to build our Nation Proud, Strong, and Free**

# STAFF COMMITMENTS

- I commit to ensuring that customers are dealt with in a positive manner and to enforce the laws of ASSB.
- I commit to listen to our stakeholders.
- I commit to continue to serve customers in a timely manner and to show respect to both internal and external customers.

# STAFF COMMITMENTS

- **I commit to be an efficient and effective servant leader by giving 100% commitment to the established strategy that will enable us to be more customer-centric.**
- **I commit to adopt the servant leadership style and to be more involved with managers and staying focused on the strategic direction of ASSB.**
- **I commit to be engaged in the transformation process, customer focused and be pro-active in meeting targets thus achieving the Organizational Goals.**
- **I commit myself to ensure that the information presented at this workshop is carried out in my day to day duties.**